

**SOCIAL AND STRUCTURAL PRESSURES ON HIRING PRACTICES
ADOPTION IN CHURCH ORGANIZATIONS**

An Undergraduate Research Scholars Thesis

by

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ABSTRACT

Social and Structural Pressures on Hiring Practices Adoption in Church Organizations. (May 2015)

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Hiring practices are fundamental to organizations' success, and the study of why organizations select and implement some hiring practices but not others can also help us understand and address fundamental diffusion of innovation problems. These insights should be particularly useful in organizations like churches that generally struggle with hiring processes and policies, often having difficulty parsing spiritual and business goals. In this study, churches were surveyed to assess the state of their hiring practices. It offers evidence about why these practices might or might not be adopted, while also providing church leaders with practical advice for the implementation of more effective hiring practice. Churches report an interest in innovative work practice, but their adoption decisions were not associated with social pressures to do so. This study seeks to help churches through specific insights on how other churches have chosen to run their organizations.

CHAPTER I

INTRODUCTION

Understanding why organizations select and implement innovations is important. Most organizational change efforts fail (Lewis, 2011), and yet, adopting innovative practices is key to organizational success and survival (Monge & Poole, 2008). However, the selection and adoption of innovations are complicated by organizations' struggles not just for survival but also for legitimacy, meaning that adoption may be driven by seemingly irrational processes (Flanagin, 2000; Lammers & Barbour, 2006; Zorn, Flanagin, & Devorah Shoham, 2011).

Church organizations, the focus of this study, have traditionally struggled to adopt best business practices (see Vanderbloemen & Bird, 2014 for a discussion of this in the context of succession planning and hiring). Although church organizations might benefit from the models employed by other successful for-profit and not-for-profit organizations, adopting business practices in churches involves negotiating spiritual, doctrinal, *and* corporeal concerns (McNamee, 2011). As a result, for example, some churches are better at hiring than others. Differences in hiring might be due to organizational structures at the church or pre-existing relationships with the hire. What remains is that a great deal of churches struggle with this process (Egner, 2010), and in turn, also struggle with the ability to operate in ways that address the business needs of the church organizations as well as the needs of the church as a place of worship (McNamee, 2011).

Churches are an especially important context for this study, because they offer a useful vantage on the interplay of forces that make organizations more or less likely to adopt an innovation.

They are also important, because getting the business decisions right will have lasting and powerful effects on church communities. This study will focus in particular on hiring practices, because the largest budget item in most churches is typically staffing. Megachurches, those averaging 2,000 people or more in weekly attendance, are of special importance for this study because as church worship grows in size the staff usually does as well. This means that, by and large, megachurches will undertake more hiring than smaller congregations, and would therefore benefit more from this study.

The design of this study focuses on (1) the relationship between hiring practices and hiring success and (2) aspects of organizational climate and structure that may influence the adoption and implementation of industry-recognized hiring practices. The study will therefore provide evidence about the diffusion of organizational innovations across organizational fields (Flanagin, 2000; Lewis & Seibold, 1993; Zorn et al., 2011).

CHAPTER II

LITERATURE REVIEW

Hiring Practices

Hiring is among the most important decisions that organizations make and is critical to their success (Breaugh, 2009). Through hiring, organizations set the course for their culture, add or detract from their effectiveness, and can ultimately succeed or fail based upon whether or not they do a good job of recruiting the proper talent. It is very important for churches specifically to find the right fit for their organization so that the overall mission, vision, and strategy of the church staff can be carried out in a conducive and efficient manner throughout the entire church staff (Egner, 2010).

Success in hiring involves a number of factors, but for the purpose of this study I am interested in whether or not the organization sees themselves as hiring their top choice most of the time, as well as whether or not they see their hiring to be successful as a general whole. Successful hiring also involves staying within a budget, making the hiring decision within a responsible timeline, and lastly in addition to hiring the right person, also including their direct superior in the decision making process, to some extent. There are many other variables that could make up what successful hiring looks like, but this is all that will be necessary and employed within the context of this study.

Although hiring processes differ from organization to organization, it is possible to identify best practices for effective hiring. The Society for Human Resource Management (SHRM) published

a summary of such best practices focused on recruiting talent in (Breaugh, 2009). Their summary includes key strategies that organizations can undertake to improve their recruitment and hiring. For example, they argued that organizations should have a formalized, written, and standardized hiring process. Churches that implement such best practices should be more successful as well.

SHRM (Breaugh, 2009) also argued for four specific checkpoints or goals that they recommended comprise recruitment processes. The first step in SHRM's recommended model for employment is to "Establish Recruitment Objectives," where the hiring entity would sit down and determine exactly what they are going to look for in their potential hire. The second step in this process is to "Develop a Recruitment Strategy," whereby a specific plan of action for attaining the recruitment objectives is developed and vetted. Following the second step, the hiring entity should move on to the third step, where they "Carry Out Recruitment Activities," thereby implementing their plans for recruitment and ultimately gathering a pool of candidates for the job. The last step of this process is to "Measure and Evaluate Recruitment Results." During this last phase, the SHRM recommends that an organization should do a good job of evaluating the effectiveness of their recruitment efforts so that moving forward new and more effective strategies might be found and implemented in their hiring.

These suggestions, though developed for organizations of all sorts, can be just as helpful within the realm of churches and their hiring. Churches operate with different goals than other organizations. Church members believe their work will have eternal effects. Therefore their actions in hiring can, in their minds, have much longer lasting effects. Additionally, their hiring

choices must attend to spiritual concerns that may be difficult to specify (McNamee, 2011). To accommodate churches as a special case, I propose the addition of two additional best practices.

First, I would like to suggest that a church undergoing a hiring period set a regimented budget for their hiring efforts. Not only is this prudent from a business standpoint, the stewardship of resources in churches is particularly important (Peters, 1965). Second, churches should involve the potential hire's direct superior in the hiring process. For example, if a church is looking for a High School Youth Pastor, they should involve the Youth Director in that decision, because the Youth Director would be that new staff member's direct report.

This study first and foremost seeks to investigate if having such best practices in place (i.e., the SHRM recommendations along with these two additions) is associated with success in the hiring process for churches. I hypothesized that: H_{1a}: Churches that reported having a standard procedure for hiring will hire their top choice most of the time. H_{1b}: Churches that have a standard procedure for hiring will perceive their hiring to be successful nearly all of the time. H_{2a}: Churches that follow the above-listed guidelines for effective recruiting will hire their top choice most of the time. H_{2b}: Churches that follow the above-listed guidelines for effective recruiting will perceive their hiring to be successful nearly all of the time.

Human Resource departments or personnel within a church staff are helpful for the overall process of hiring and general onboarding within their organization (Bauer, 2010). It also stands to reason that a church with personnel specifically working for and dealing with Human Resources would report greater success within their hiring efforts than those who do not have

similar personnel. H_{3a}: Churches that have a Human Resources department or personnel will hire their top choice most of the time. H_{3b}: Churches that have a Human Resources department or personnel will perceive their hiring to be successful nearly all of the time.

Social Pressures

The previous section considered the link between actual hiring practices and hiring success. This study also seeks to explain and understand why a particular church is more or less likely to adopt hiring practices, which I have hypothesized are related to hiring success. To do this, I will analyze the relationship that other reported cues have on the perceived social pressures. This study is particularly interested in how the social pressures placed upon churches affects their adoption of best hiring practices.

Similarly, the idea of competition does not only exist within the business and economic world, but also within the world of churches. If there is a set number of people within a church's area of reach, but only one church, then those people are far more likely to go to that one church than others. One might think then that these singular churches have less of a need to adapt or change, because there is no other option for their congregation to default to if they become frustrated or feel like they are not being catered for. On the contrary, if there are a large number of churches within a certain area, there will be more of a pressure placed upon these churches to adapt, to change, to become the best at the small things (whether that's childcare, preaching, or worship environments). These churches feel the need to change because if they do not they will then lose their congregation, and will therefore quickly become irrelevant. H₄: Churches surrounded by a large number of similar churches will be more likely to feel social pressures. H₅: This

pressure present due to competition will have a positive correlation with the presence of the best hiring practices.

Another item that plays a role in social pressures, at least on the interior or the organization is the culture of their staff will play a large role in their ability or desire to change in regards to social pressures placed upon them. Churches with a more professional church staff will be more likely to see the merit of running a church staff like a business to achieve their spiritual mission and goals. This professionalism can be primarily observed by the running of a staff similar to a common business staff, which can be characterized by the need to have consistent meetings and a perceived culture of professionalism amongst the church staff. Churches with a greater amount of perceived professionalism will be more likely to desire to run their churches in a way that is common with best business practices, and will therefore be more likely to adopt new business practices and be innovative within these areas of their organizational structure. H₆: A church with a greater perceived expectations of professionalism will be more likely to report social pressures. H₇: A church staff that has more formal meetings will also have a greater expectation of the professionalism shown by its staff members.

Churches as Organizations

Today, churches in America, the focus of this study, vary in many ways. Ranging in all types of denominations, modern-America has also seen the rise of what is now referred to as the “non-denominational” church (Chaves, 2011). This is a type of church that is no longer associated with a particular denomination and is typically associated with a younger attending congregation,

though this might not always be the case. Denominations originally were established as a means to inform and protect. They informed by associating with particular theological stances and beliefs, allowing people to discern a type of church prior to their committing to it.

Denominations also served the purpose of protection, particularly for doctrine, or core beliefs that Christians held at that church. Outside of denominations, strange teachings and heresies were more likely to develop, since there was no longer a higher body looking over the pastors of a church and what they taught. Information is now much more readily available; therefore, the initial need for denominations is no longer as relevant. Today people can find and read information about a church before they visit instead of needing to know where the church stands on certain theological particulars based off of its denomination.

Although churches are non-profit organizations, they have begun to operate in many ways that are similar to their secular non-profit counterparts. In doing so, churches must negotiate spiritual and business goals. Now they have to draw lines and make decisions on how their business and spiritual identities interact together. Therefore they need to be able to switch between, understand the difference between, and parse the lines around their spiritual and business goals and identities (McNamee, 2011). If they are not careful, then these different mentalities begin to battle with one another for attention within the mind and organization culture of a church, the church staff.

Hosts of variables will affect these churches' congregations as well as the general feel of the church staff culture. Specifically the age of the church as an organization will play a role in the

culture of the staff, the size of a church organization, and various parts of a church staff's organizational structure.

The general age of members within an organization, in this case the congregation, will affect its ability to feel the social and societal pressures. Younger people are generally more apt to see and understand what the rest of society expects of them. They not only are more likely to see and understand this, they are likely to change their course or decisions based upon this knowledge. There is more pressure to adapt and change, and more overall drive to do so. When people are younger they are more likely to change their ways or adapt their course because they have a larger capacity to take risks as well as make their decisions not based on precedent because there is less of a pattern or expectation present in their lives. H_{8a}: Churches with a younger congregation will be more likely to see themselves as innovative. H_{8b}: Churches with a younger congregation will be more apt to feel social pressures. H_{8c}: Social pressures will mediate the relationship between the age of the congregation and their perception of their innovativeness. H₉: There will be a positive correlation between a younger age of within the congregation and their perception of innovativeness due to social pressures and the presence of the Best hiring practices listed above.

Churches, like any other type of organization, range in diversity due to a large number of factors. One of these factors can be the age of the congregations, with younger crowds potentially drawn to contemporary services and church-plants, while older crowds might still like hymns and choirs. Their age as an organization can affect the likelihood they will adopt innovative processes or change things within their organization, because of whether or not they are used to

adapting based on the desires of their church congregation. With a longer tenure of certain practices, it then becomes more and more difficult to change those practices and adapt. Though such practices might still be working they lack the effectiveness that the newer practices end up yielding. Older churches are more likely to have difficulty in changing the way that they do things or being open to adjusting their practices based off of the social pressures at hand. It also stands to reason that the older churches also have a larger chance of being denominational in structure and nature, therefore one might ask whether or not denomination might play a role in a churches desire or drive to pursue the adaptation of best hiring practices due to social pressures. H_{10a}: Churches that have existed longer (older churches) will be less likely to report being innovative. H_{10b}: Churches that have existed longer will be less apt to feel social pressures. H_{10c}: Social pressures will mediate the relationship between the age of the church as an organization and the perception of their innovativeness. H₁₁: The age of an organization (H₈) will have a positive correlation with the presence of the Best hiring practices listed above (H₁₋₃).

Though age plays a factor in a church's ability or desire to change, so does the size of the church. A larger church will have a greater need to stay large, because losing size also means that they will have to decrease the size of their staff, the scope of their influence in the American and Global religious landscape, and their ability to impact the world or community for the sake of their mission. Thus larger churches will tend to feel a need to remain large and will therefore be more likely to adapt due to the social pressures placed upon them. H_{12a}: Larger churches will be more likely to feel social pressures. H_{12b}: Larger churches will be more likely to desire to innovate. H_{12c}: Social pressures will mediate the relationship between desire to innovate and

church size. H_{13} : The size of a church will have a positive correlation with the presence of the best hiring practices.

CHAPTER III

METHODS

The study employed a survey of megachurches focused on hiring practices. The following chapter describes the methods. First, I detail the sample frame used and sampling procedures, followed by a description of the adapted Tailored Design Method (Dillman, 2007) that guided the recruitment and survey design. The chapter concludes with a description of the questionnaire and measures used.

Sample

Megachurches were the focus of this study. Megachurches are churches that average 2,000 people or more in average weekly attendance (Hartford Institute for Religion Research). Megachurches were special value for this study because as organization grows in size the staff usually does as well. They will likely undergo more hiring than smaller congregations, and would therefore benefit more from this study.

The Hartford Institute for Religion Research has published a list of the megachurches located within the United States, with a total of 1,668 churches listed. This list provided the study's sample frame. According to the Hartford Institute's website, the list was generated by Scott Thumma beginning in 1992 using numerous sources including denominational reports, a database provided by Thomas Zook, the insights of numerous web visitors, researchers such as John Vaughan, Elmer Towns and many others as well as reporters around the U.S., the Leadership Network and Scott's visits to and research of these large congregations.

From this list, 400 churches were randomly selected. To identify contact information for each church in the sample, I referenced the churches' websites. I sought to recruit participants who had a direct role or had come into contact with the hiring process present at the sample churches. When looking at the church websites, I began by searching for the churches' staff page or directory. I looked first for a staff person designated as the human resources representatives. Though human resources staff personnel were preferred, they were not always available. Next, I looked for the person on staff who would most likely have a good grasp on how that church does hiring (e.g., Chief Operational Officer, Business Administrator, Administrative Pastor). If a staff page was not always available, I identified a general inquiry email that would make its way to some member of the church staff. I sent general inquiries requesting contact information for the appropriate staff person.

Recruitment

The recruitment method employed in this study was adapted from Dillman (2007). The Tailored Design Method "is a set of procedures for conducting successful self-administered surveys that produce both high quality information and high response rates," (p. 29). It involves a series of mailings to the participants: Per the method, my first mailing to the sample was a "pre-notice email," sent a few days prior to the questionnaire, which informed the participant of the soon-to-arrive email that included the questionnaire and asked that they participate. The second mailing that I sent was the "questionnaire email" that included the link through which the questionnaire was housed. If they had completed the questionnaire, then a few days following their completion of the questionnaire, the third mailing, a "thank you email" was sent to the participant. If they

had not participated by two weeks following the questionnaire mailing, they were then be sent a “replacement questionnaire email” informing them that their questionnaire had not been received and urged the participant to respond. The final contact with the participant was made a few weeks following the third contact, and in that mailing I thanked them for their participation and willingness to help. Through this personal format, and carefully written email drafts, the response rate to the questionnaire was be found to be higher than conventional methods.

To encourage participation, I included arguments about the benefits of participation and offered participants to incentives. Churches would, I argued, benefit from knowing what areas of their hiring practices need to be improved based on their colleagues across the nation. A brief summary of the study was made available to the participants. Participants were also be entered into a lottery to win one of three \$75 Amazon.com gift cards.

Procedure

Once participants clicked on the link in a recruitment email, they were directed to an online survey hosted at tamu.qualtrics.com. The first page that they were directed to was an informed consent page. On this page, they were informed of their rights as participant, given the opportunity to learn more about the study via a link to the information sheet for the project, and were given the option of whether or not to participate in the study. If they gave consent, they were directed to the first portion of the questionnaire. If they did not, they were thanked for their consideration of the study and removed from the mailing list.

Questionnaire and Measures

The questionnaire was comprised of a total of 48-items including a combination of Likert-type, open-ended response, and multiple-choice questions. It was divided into four sections. Each section of the survey was designed to assess different aspects of the church as an organization. A copy of the questionnaire can be found in Appendix A.

Questionnaire. Part A of the questionnaire was titled “Getting to Know You and Your Church” and was made up of questions designed to gather general information regarding their organization. In this section, items gathered information such as the age of the organization, the average age of the congregation, the size of the organization, the type of governing body or leadership that is present at their church (i.e., elder-led, congregation-led, or staff-led), how often staff meetings take place, as well as the church’s perception of itself and their hiring compared to other churches. A more in depth analysis of hiring will be addressed in a later part of the questionnaire.

Part B of the questionnaire was titled “Perceptions of the Church” and sought to glean a more in-depth understanding of the church’s perception of itself and its different responsibilities. Specifically exploring the tension between the church as a business-organization, in regards to how it should be run, and its spiritual mission (McNamee, 2011).

Part C of the questionnaire was titled “Your Staff” and was designed to gain a better understanding of the general layout, outline, and demographic of the church organization’s staff. Items in this section sought to find out information such as the number of full time staff

members, their staff to congregation member ratio, the average education level of their staff, and the overall perceived professionalism of their organization as a whole.

Part D of the questionnaire was titled “The Hiring Process” and was the final portion of the questionnaire. In this section, participants were asked questions regarding their organization’s adoption or implementation of a systemized hiring process. Additionally there were questions that asked whether or not they have a Human Resources department, use search committees in their hiring practices, who within their organization ultimately makes the call in hiring, as well as measuring the hiring process.

This section of Part D of the questionnaire sought to measure whether or not church organizations have adopted such strategies in a systemized form (Breagh, 2009).

Measurement. All Likert-type measures used the same response scale. They were all a 6-point scale ranging from 1, meaning, “strongly disagree,” to 6, meaning, “strongly agree.” The Likert items were designed to require a decision avoiding neutral responses. The principal dependent variables in the study focused on hiring success (H_1) and hiring practices (H_2). The independent variables included social pressures (e.g., expectations of professionalism) and indicators of church structure (e.g., average congregation age, organizational age, the perception of innovativeness, all-staff meeting frequency, church size, , and the presence of Human Resources staff or personnel). Each measure is discussed below.

Hiring success (dependent variable). Hiring success was measured using two single-item indicators. They were Likert-type items, which read, “We tend to hire our top choice most of the time,” and “Our hiring tends to be successful almost all the time.” These along with the question asking, “is there a standard hiring policy for your church”, were used in a two tailed t-test to analyze the results.

Best hiring practices (dependent variable). Hiring practices measures were drawn from a hiring best-practices guide published by the Society for Human Resource Management (2009). Additional items were added based on the following logic: the first item added that was not explicitly recommended by the SHRM was that of an established budget for the recruitment process and activities. Through establishing a budget, an organization will then be better viewed through the lens of a business perspective, since a budget is not only a common business practice but also a common personal practice as well. Remaining within a budget will allow recruitment efforts to be held accountable, instead of getting out of hand and causing more harm than good. The second added item that was not found in the SHRM piece was that of involving the potential hire’s superior in the hiring decision and process. The reason for this is that it would help aid an overall team in establishing greater cohesive synergy if the person whom the potential hire would be reporting to and working for had a say in what they were looking for to fill the position. The guide from the SHRM includes a model for the employee recruitment process. In this model, they suggest establishing recruitment objectives, developing a recruitment strategy, carrying out recruitment activities, and evaluating the results of recruitment. I operationalized this measure with a 7-item, Likert-type index including items such as “Our organization establishes clear

objectives of what we are looking for in a recruit before the process begins” and “Our organization develops a highly effective recruitment strategy to find job applicants.” These items were then combined to form a single measure. I assessed the measure for reliability and found it met orthodox measurement standards.

Social pressures. To operationalize social pressures (e.g., competition intensity) I used a modified series of questions from Zorn’s piece on communication technology adoption in non-profit organizations (Zorn, Flanagin, & Devorah Shoham, 2011). Though these measures were rephrased for this context, the measured failed to meet orthodox standards for reliability. The perception of terminology and overall organizational strategy that is employed by churches, or spiritual organizations is likely different from the for-profit and non-profit organizations that Flanagin’s analysis focused on.

In this analysis, I used two individual items that had the strongest face validity for the context. The first focused on competition intensity and reads “There is tough competition among churches in our area based on the atmosphere and general feel of the church.” The second item looked at perceived pressure among participants by asking them to agree or disagree that “There is pressure to adopt better business practices.”

Expectations of professionalism. Participants were asked to respond to 4-item Likert-type questions regarding these expectancies, three of these items ended up being used to create a scale that was then used in later analysis. It met orthodox measurement requirements ($\alpha = 0.75$). The three Likert-type items used to create this scale were first, “Our organization is expected to

behave “professionally”, followed by “There is a high expectation of professionalism in our organization,” and lastly, “Our organization prides itself in having staff who are experts at what they do.” This scale was then used to analyze data through various tests.

Innovativeness. To measure the effect of a church’s perceived innovativeness and what might correlate with it, I used two separate items in the questionnaire to gauge this response. Both of them were “yes” or “no” questions. The first asked “Is your church among those seeking to innovate in an effort to reach new demographics?”, while the second asked “Is your church on the cutting edge of innovation?” Using each of these items separately I was able to gauge well an organization’s perceived innovativeness of itself.

Average congregation age. To measure the effect of the average age of the congregation had on any dependent variables (Best hiring practices or Hiring Success), I asked the participants of this study to self report the average age of their attendees (or congregation). They did this by responding with a number to the question “What is the average age of your church congregation?” The data was then cleaned for inconsistencies in their formatting (e.g., “7 years” was changed to the number “7”).

Organizational age. Similar to Congregation Age, I was interested in the age of the church organization as a whole. Participants were asked, “How many years has your church organization existed (in the number of years, e.g., “15,” or “2,” or “200”)?” The data was then cleaned for inconsistencies in the formatting of their responses so that analyses could then be run.

Human resources staff or personnel. Since this study has to do with hiring, it is only fitting that I seek to determine whether or not the participating churches have specialists within their staffs to help them with human resources issues and systems. To measure whether or not a church had a HR employee on staff, participants were asked, “Does your church have a Human Resources department or HR Staff Personnel?” and were then asked to respond with selecting either “yes” or “no”.

Church size. Though I looked into various metrics regarding the size of a church, the one that I decided to use for measuring the size of a church, as an organization was how many people attended on a weekly basis. The average weekly attendance is a well-accepted indicator of church size, which preferences an indicator of those active in the church. Participants were asked to self-report the size of their congregation by responding to the question, “What is your church’s average weekly attendance? (Number of people, e.g., “1500” or “230” or “25000”).” The data was then cleaned for inconsistencies in the formatting (e.g., “three hundred” was changed to “300”).

Meeting frequency. Participants were asked to report the frequency of their all-staff meetings by responding to the question, “How often are your all-staff meetings?” The responses to this question were then cleaned and recoded to match a number of meetings/year number to then be used for analysis.

CHAPTER IV

RESULTS

Unpacking the Response

This study was conducted on a sample of 400 randomly drawn mega-churches. The archival process for identifying contact information produced 223 specific and 114 generic contact emails. Of those, 9 responded via generic forms another 40 did not respond. 3 churches were unreachable ones that no longer exist. 4 churches were called, leaving the total of churches contacted at 388 churches. The remainder of this chapter will outline the results of the study.

A total of 337 emails were sent to either specific personnel on a church staff or a general inquiry email. Out of the 337 emails sent, only 102, or 30.26%, of these total people contacted, individuals clicked on the link taking them to the questionnaire. Out of the 102 who came to the landing page of the questionnaire, only 50, or 14.83% followed the questionnaire to the end, with 53, or 15.72% participants completing a majority of the questionnaire.

Participants came from a large variety of backgrounds with many different jobs. The most common job titles were a version of Executive Pastors but titles also included Administrative Pastor, Business Administrator, Chief of Staff, Director of Operations, and the like. These range all the way down to the Director of Human Resources. The largest church that responded to the questionnaire reported an attendance of 23,000 every week, while the smallest reported a weekly attendance of 300 (clearly having declined in size since being placed upon the Hartford Institute's List of megachurches). The average church size of respondents was 3,426 in weekly

church attendance ($M = 3426.19$, $SD = 3637.96$). Churches ranged largely in the age of their organizations, with the oldest responding church being 283 years old, while the youngest was 2 years old. The average church organizational age was around 62 years ($M = 62.41$, $SD = 52.32$). The average age of the congregations of the churches who responded was close to 42 years old ($M = 42.06$, $SD = 6.66$), with the oldest reported average age at 55 years old, and the youngest being 26 years old. The average budget of the churches who responded was \$5,805,400 ($M = 5805400$, $SD = 4516179.96$), with the largest reported budget being \$28 million, and the smallest reported budget being \$250,000. Most of the churches responding reported having a leadership structure that was staff-led ($M = 2.53$, $SD = 1.14$), with the other options being elder-led, congregation-led, or other. Responding churches also reported having an average of 34.41 all-staff meetings per year, with answers ranging from quarterly (lowest), to weekly (largest) in frequency.

Participants reported an average number of 47 full-time staff members, with the minimum reported being 5, and the maximum being 145 ($M = 47$, $SD = 30.42$). The average education level of their staffs, as reported by respondents, is an undergraduate degree ($M = 2.19$, $SD = 0.49$). The majority of respondents reported having their own Human Resources personnel or staff ($M = 0.76$, $SD = 0.43$). A majority of respondents also reported using search committees within their respective institutions during the hiring process ($M = 0.60$, $SD = 0.49$).

Best Hiring Practices

A Standard Hiring Procedure and hiring success (H_{1a-b}). The first cluster of hypotheses focused on with the presence of a laid out church hiring process and whether or not the hiring entity, in this case the church, found their hiring to be successful. This success was marked by their hiring of their top choice and their perception of their own success in the process of hiring. I hypothesized that H_{1a} : Churches that reported having a standard procedure for hiring will hire their top choice most of the time, this hypothesis was supported ($t[48] = 2.22, p = 0.03$). I also hypothesized that H_{1b} : Churches that have a standard procedure for hiring will perceive their hiring to be successful nearly all of the time, this hypothesis was also supported ($t[48] = 1.21, p = 0.23$).

Best Hiring Practices and Hiring Success (H_{2a-b}). Another important metric that is integral to this study is the presence of best hiring practices as recommended by SHRM and amended by myself (Breagh, 2009). This scale will seek to understand whether or not the presence of these best hiring practices is linked in a positive way to the reporting of successful hiring by the organization. H_{2a} : Churches that follow the above-listed guidelines for effective recruiting will hire their top choice most of the time. H_{2b} : Churches that follow the above-listed guidelines for effective recruiting will perceive their hiring to be successful nearly all of the time. To test these hypotheses I looked at the relationship between the best hiring practices scale and reported hiring success. H_{2a} was supported ($r = 0.57, p < 0.01$), showing that churches who reported having these best hiring practices were more likely to hire their top choice most of the time. The results also show that H_{2b} was also supported ($r = 0.32, p = 0.01$), showing that churches who follow these practices will be satisfied and perceive their hiring to be successful most of the time.

Human Resources Staff or Personnel and Hiring Success (H_{3a-b}). The next cluster of hypotheses investigated whether or not there was any advantage to specifically having Human Resource staff, or even a Human Resources department within a church's staff, at least in the area of hiring. To measure this, I compared whether or not churches had a hiring personnel and the presence of best hiring practices. Between the measures of hiring success (discussed before) and whether or not that church reported having human resources personnel on their church staff. The hypotheses were as such: H_{3a} : Churches that have a Human Resources department or personnel will hire their top choice most of the time. H_{3b} : Churches that have a Human Resources ($M = 1.24$, $SD = 0.43$) department or personnel will perceive their hiring to be successful ($M = 4.70$, $SD = 0.87$) nearly all of the time. The results show that H_{3a} was not supported ($t[48] = -0.22$, $p = 0.83$), and also showed that H_{3b} was also not supported ($t[48] = 0.24$, $p = 0.81$).

Social Pressures

Social Pressures Due to Competition. The concept of present social pressures is that churches within an area of greater competition would be more likely to feel these social pressures, and then adopt change as a result of that social pressure. The hypotheses that state these claims are listed as such: H_4 : Churches surrounded by a large number of similar churches (i.e., competition) will be more likely to feel social pressures. H_5 : Competition pressure will have a positive correlation with the presence of the best hiring practices listed above. The results reveal that H_4 was not supported ($r = 0.13$, $p = 0.37$), and that H_5 is not supported ($r = -0.09$, $p = 0.54$).

Professionalism and Social Pressures. Lastly, it was hypothesized within the literature review that a church with a greater amount of perceived professionalism would be more likely to adopt best hiring practices due to their urge to run their organization similarly to a business. Using a correlation, I looked into whether or not there was a correlation between perceived professionalism and social pressures, as well as perceived professionalism and the presence of these best hiring practices. These hypotheses were listed as such. H₆: A church with a greater perceived amount of professionalism amongst its staff will be more likely to feel social pressures. H₇: A church staff that has more formal meetings will also have a greater expectation of professionalism by its staff members. The results reveal that H₆ was not supported ($r = 0.22, p = 0.11$). The results show that H₇ was in fact supported ($r = 0.41, p = 0.01$).

Churches as Organizations

Congregation Age. In the coming section of this paper, I will analyze whether or not the average age of the church congregation can have a role in the presence of best hiring practice underneath the guise that the younger church body would be accompanied by a church who was more likely to innovate and more likely to feel social pressures placed upon them. Also this cluster went on to state that the relationship between the average age of the congregation, perceived innovation would be mediated by the social pressures placed upon them. The hypotheses are stated as such: H_{8a}: Churches with a younger congregation will be more likely to see themselves as innovative. H_{8b}: Churches with a younger congregation will be more apt to feel social pressures. H_{8c}: Social pressures will mediate the relationship between the age of the congregation and their perception of their innovativeness. The results show that H_{8a} was supported ($t[21] = -2.17, p = 0.03$). The

congregations that reported that they felt they were on the cutting edge of innovation tended to be 4.17 years younger on average ($M_{oncuttingedge} = 39.95$, $SD = 6.58$ versus $M_{notoncuttingedge} = 44.13$, $SD = 6.28$), whereas the congregations with a higher average age were more likely to feel the opposite. The results also show that there is a positive correlation between congregation age and perceptions of competition intensity (i.e., social pressures). In other words, churches with older not younger congregations reported more competition intensity. Therefore, H_{8b} was **not** supported ($r = 0.46$, $p < 0.01$). The result was the opposite of what I expected. Next, the results show that H_{8c} was not supported, and that congregation age did not have an effect upon their perception of innovativeness through the lens of social pressures ($coef = 0.36$, $SE = 0.03$, $95\% CI = [-0.01, 0.12]$).

The ninth hypothesis merely states that there will be a positive correlation between H_{4c} and the presence of these best hiring practices (mentioned above, H_{1-3}). This hypothesis is stated as such: H_9 : There will be a positive correlation between a younger age of within the congregation and their perception of innovativeness due to social pressures and the presence of the best hiring practices listed above. The results show that H_9 was not supported ($r = 0.17$, $p = 0.27$).

Organizational Age. Not only could congregation age play a role in social pressures, but organizational age could also potentially place social pressures upon an organization, influence how innovative they perceive themselves to be, and the mediation between the two. Therefore the following hypotheses were tested: H_{10a} : Churches that have existed longer (older churches) will be less likely to report being innovative. H_{10b} : Churches that have existed longer will be less

apt to feel social pressures. H_{10c}: Social pressures will mediate the relationship between the age of the church as an organization and the perception of their innovativeness. The results show that H_{10a} was not supported ($t[42] = -0.37, p = 0.71$). They also reveal that H_{10b} was not supported ($r = 0.15, p = 0.29$). Churches that reported a desire to innovate were found to be on average 6.91 years younger than those who responded the opposite ($M_{younger} = 61.19, M_{older} = 68.10$). Lastly H_{10c} was also not supported, showing no signs of social pressures mediating the relationship between the age of the church organization and their perceived innovativeness ($coef < 0.01, SE < 0.01, 95, CI = [-0.01, 0.01]$).

Following these results, it stands to reason that these mediation factors (H_{10c}) could also have a role in influencing whether or not there is the presence of best hiring practices within these organizations as well. Therefore, the following hypothesis was also tested: H₁₁: The age of a church organization will have a positive correlation with the presence of the best hiring practices. The results show that there is not a significant correlation and H₁₁ is not supported ($r = 0.03, p = 0.83$).

Size of the Church. As stated before within the literature review section of this paper, there is good reason to believe that a larger church would be more likely to feel social pressures, innovate, and that there would be some mediation between these variables and the size of the church. Church size was measured by using a reported attendance number from what each participant said they averaged in weekly church attendance. H_{12a}: Larger churches will be more likely to feel social pressures. H_{12b}: Larger churches will be more likely to desire to innovate. H_{12c}: Social pressures will mediate the relationship between desire to innovate and church size.

The results indicate that H_{12a} was not supported ($r = -0.30, p = 0.03$). The results also show that H_{12b} was not supported ($t[42] = 0.73, p = 0.47$). Lastly the results reveal that H_{12c} was not supported ($coef < 0.01, SE < 0.01, 95, CI = [-0.01, 0.01]$).

If a larger church feels these social pressures more, then the next question would be whether or not there is a positive correlation between these best hiring practices being in place and the size of the church as mediated by social pressures and innovativeness (H_{12c}). This hypothesis is stated as such: H_{13} : The size of a church will have a positive correlation with the presence of the best hiring practices listed above. The results show that H_{13} was not supported as well ($r = -0.01, p = 0.94$).

CHAPTER V

DISCUSSION & CONCLUSION

Following the analysis of the above-listed hypotheses, there come the implications that the findings of this study then yields. Present below are the tangible implications for theory that can come from this study, followed by the practical ideas for practice, then the limitations and caveats, and lastly the conclusion. Overall the findings are encouraging, revealing well that churches are as a whole less susceptible to exterior pressures than their non-religious counterparts, while also showing that despite this conclusion they still seek to innovate and grow within the areas of their practice of parsing the line between their business and spiritual goals. Though the sample was smaller than I would have liked, the results still managed to be significant enough for me to be able to report many of these following perspectives.

Implications for Theory

Best Hiring Practices. Churches that reported hiring success, also reported using hiring practices consistent with the established best business practice. This finding provides important evidence for the value of such practices. The findings should encourage organizations without them to adopt them.

First in the area of best hiring practices, is the idea that having a standard hiring process protocol within one's organization is actually tied to their overall perceived success within their hiring. It seems that these hiring practices for the most part are adopted by churches due to their desire to

be successful in their hiring to therefore accomplish their mission with greater success. It is clearly shown in the results that social pressures had very little to do with a church's adoption of a best hiring practice.

Instead of focusing in on the mere diffusion of hiring practices, future research should consider how these practices are actually enacted. The relationship between reported hiring success and the presence of best hiring practices indicates the value of such research. For example, this study focuses only on self-reports, while there could be much gleaned from a study that desired to actually observe the presence of these practices by observational research by an unbiased individual, rather than through self-reporting.

Human Resources Personnel. The presence of any type of Human Resources staff is not strongly related to greater reported hiring success or even the presence of better hiring practices.

Although having a staff member either specializing or dedicated to human resources does not seem to have any effect on the hiring process as a whole. It may be that staff can be an integral part to a church's operations, but the process itself, especially having all of the components present in the Best Hiring Practice scale, is in the end more important than a particular staffing model. This means that sometimes the structure or presence of a certain successful practice can be more important to an organizations perceived success within a realm of their goal, whether spiritual or business and in specific regard to this study the area of hiring success than having certain personnel present on ones staff. Future research might consider whether this is consistent

with other practices, and what might cause this to be the case, specifically focusing on the underlying factors that bring this to be truth.

Churches might draw the assumption that their hiring success, or lack thereof, will have an effect of their ability to accomplish their overall mission and vision as organizations. Therefore they should consider adopting practices that would allow them to be more and more successful within their hiring. If a church does not have the items described as best hiring practices, then they should likely assume that if they adopt such practices they might find that the success of their hiring would increase, therefore leading to an improvement in their ability to operate well as an organization.

Churches as Organizations. There are a number of organizational factors that were looked at in regards to their affect on the perception of social pressures and eventually the adoption of best hiring practices within church organizations. These factors either play a role on the adoption or new practices, or they did not. If a church leader is more aware of the items regarding their organizations that actually have an effect on these issues, they might be more apt to seek to influence these characteristics to help accomplish their overall goal.

First it is important to notice that churches with a younger congregation, based on their average age, will end up seeing themselves as more innovative. Therefore the age of the members of the church organization has an affect on their overall perceptions of themselves, at least in the area

of their perceived innovativeness. This shows that the make up of an organization, at least in the people it serves, will end up having some kind of impact on the ways that it sees itself.

Interestingly enough though, not all components of a church's organizational makeup have effects upon the feelings of social pressures. One such example is that of Organizational Age. To be clear, organizational age is not focusing on the age of the people who make up or are important to an organization, but is instead focused on how long the organization itself has existed. In this study we had a large spread of organizational ages, and it was found that their ages as organizations had no effect upon their perception of social pressures, their perception of their own hiring success, or even an effect upon the presence of best hiring practices within their organizations.

This is encouraging because it reveals that an organization can be adaptive and not entrench itself within patterns and ways in which things have always been done. It displays that churches specifically have the capacity to defy what one might assume regarding their flexibility or innovativeness. Another organizational factor that was analyzed was that of church size, based on attendance. The interesting thing regarding the size of a church organization is that my hypothesis was not supported, but instead a significant yet opposite result came about in the process of data analysis. It was found that the smaller churches were more likely to feel social pressures, as opposed to the larger ones. This is interesting, yet completely understandable. A church that might not be as big or "impressive" as another will therefore be more likely to feel social pressures and as a result of that pressure they might feel the need to act in a way similar to the larger churches in their area.

Lastly, though not directly related to hiring practices, I sought to see whether or not there was an effect that the frequency of all-staff meetings might have upon the expectations upon professionalism within the church organizations, which ended up being supported. This is a key portion of an organization's culture that leaders have a direct ability to control, and it shows to yield results. Though this does not guarantee an actual rise in professionalism, but does show that the more frequency an entire church staff meets together, the higher their expectations for professionalism within the organization becomes.

Social Pressures. A key component of this study is that of social pressures, made manifest through reported pressure to adopt new changes, as well as reported competition intensity. It is important that though competition intensity might have been present within the minds of the participants, it did not have a noticeable relationship with upon social pressures. It also had no relationship with whether or not the church organizations were more or less likely to adopt best hiring practices. Though this might at first be troubling, it does a good job of revealing the likelihood that there might be a different perception within the minds of church personnel that is contrary to what secular for-profit or non-profit organizations might hold. There seems to be less of a weight placed upon what other organizations are doing within church organizations. Which then has the ability to free up church organizations for further pursuit of their missions and goals. Future research might consider what other pressures might play a role on the diffusion of innovations. Areas of such research could look into the pressures placed on a leadership team from their subordinates or in the case of churches, their congregations.

Ideas for Practice

Adopt a Standard Procedure. The evidence suggests that organizations with a standard hiring procedure are more likely to report success within those recruitment strategies and activities than an organization that does not have such procedures. A standard hiring procedure involves having the above-mentioned metrics present in some strategic, commonplace form for the entirety of an organization throughout all of their hiring. Specifically the establishing of candidate criteria, the creating of a budget, the establishing of a deadline for the hiring process to be over, the carrying out of effective recruitment activities after developing an effective strategy, making an effort to learn from the results of the hiring process, and lastly by involving the new hire's superior. Though this is not a guarantee of success, it is an important measure that should be considered and taken by a church's leadership team if there are not already such procedures in place within an organization. The findings showed that an organization with a standard hiring procedure are more likely to report overall hiring success, which then leads to success of the organization as a whole.

Adopt the Best Practices. Whether a church has a standard procedure or not, this point could be of great help to them. It is not just enough to adopt a procedure, but that procedure needs to deal with and address items helpful to that organization in their upcoming decision. I suggest incorporating or improving the inclusion of the above-listed metrics that were used to make up the best hiring practices measure within this study. They are a good place to start, whether they are kept as they currently exist, or are expounded upon to create a more effective and tailored

recruitment strategy. I recommend that a church focus on the procedure (or practice) and not the staff that might be helpful later in the process. Human Resources personnel are helpful for retaining and onboarding staff, but in efforts of recruitment they do not prove to be helpful, at least in the area of this study. The most commonly adopted best practice was involving the new-hire's superior in the process ($M = 5.62$, $SD = 0.57$), while the second most adopted practice was establishing clear objectives before the process begins ($M = 5.30$, $SD = 0.61$).

Avoid fitting an organizational mold. As seen within the analysis of most of the organizational factors and metrics measured within this study, there are some things that an organization should worry about and care about (i.e., whether or not they have a standard hiring procedure).

Consequently there are also other items such as size, average congregation age, and organizational age that should not be dwelt upon too much. If an organization focuses too much on these things of little importance, they might subject organization to more social pressure than the rest of their colleagues present on staffs at other organizations. By doing this a church would be allowing their decision making processes and overall strategy be influenced by factors that seem not to be the norm among most churches, and therefore should not be stressed upon too much. As opposed to adoption of best practices as stated before.

Have more frequent all-staff meetings. If a leader or leadership team desires to increase the expectancy towards professionalism within their organization, then a quick way for them to do so is by having more frequent all-staff meetings. It is important to note that the most frequency reported by the respondents in this study was weekly meetings, while the least frequent was

quarterly. The data shows that an organization, which has more frequent all-staff meetings, will then have a greater expectancy of professionalism within their organizational culture. As a leader within organizations, there are few variables that lie within their control, though this variable is completely within their grasp and control and therefore should be capitalized upon and used to its fullest potential.

Pay more attention to your “competition”. Though people at a church staff might not see another church as their competition, they should still seek to learn from those peers. There was little to no evidence of social pressures affecting anything throughout this study. By no means am I saying that churches should never make a move without seeing what other churches are doing, but instead that there should be slightly more pressure applied from one’s surrounding institutions and “competition” to at least consider what decisions might be made or what portions of one’s organization might be improved. This means that a church staff and organization should spend time considering the success that some of their colleagues might have had in certain areas of their ministry or business goals. By doing so, they will allow their organization the ability to consider whether or not the implementation of similar strategies might be helpful or fruitful to them as well.

Limitations and Caveats

Small Sample Size. The largest limitation that this study has is the small sample size. The small sample size places limits on test possible. The reader should take care interpreting any relationships that were not significant. However, the findings reported are relatively strong, because the magnitude of effects had to be so for them to show up in the analysis. The small

sample size also reflects a small response rate. The weak response rate should raise doubts about the degree to which the sample reflects the 1600 churches listed on the Hartford Institute's list of megachurches. Therefore, the implications for theory and ideas for practice need to be taken with the small sample size in mind.

Diversity of the Sample. This sample focuses only on megachurches. Due to this fact, there might be very different results on churches that do not fall into this category. Future research could look into such issues and seek to better understand them. For example, a non-megachurch could be more likely to feel social pressures due to their small size, the results of this study alluded to this which should encourage someone to pursue research in that area. Still, they are valuable, because most research in this area focuses on secular for profit and not for profit organizations. The factors that encourage adoption may be different in the megachurch setting.

Conclusion

Making the right hiring decisions is key for an organization's success in the future. Though they are not the only factor in the aforementioned organization's success, they can play a large role in helping develop the organizational culture of that organization. In conclusion of this study, I have pointed out the areas in which a church organization should focus their efforts in order to improve their recruitment strategies for future staff, as well as given insights regarding the way that they perceive competition intensity and social pressures. The presence of a structured hiring procedure and best hiring practices were integral for an organization's perception of their hiring success, usually marked by their getting of their top choice for the job. This study has also yielded interesting perspectives regarding how affected a church staff might be by the outside

world and its competitors, with a large amount of indication that they would be rather oblivious or at least unmoved by such decisions. Though there were many great supported hypotheses within this study, there was an interesting perspective brought to light, showing that churches, as organizations might be less prone to social pressures than other organizations. In closing, this study provided a perspective and yield results for the continuing study of hiring practices and their effectiveness.

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APPENDIX

QUESTIONNAIRE ITEMS

Listed below is the questionnaire in the exact form that it was administered to participants.

4/10/2015

Qualtrics Survey Software

Welcome

Welcome to our study of the social diffusion of hiring practices among church organizations.

You were selected to be a possible participant because you are someone who has been involved in, or are familiar with, the hiring practice at your church.

Participation in this study is voluntary. You do not have to answer any questions or participate in any part of the study that you are not comfortable with. There are no risks to participating in this study beyond those experienced in everyday life.

The questionnaire should take about 30 minutes to complete.

To proceed to the survey select "Yes" below and click "Next."

By doing so, you are consenting to participate in the survey. If you would like a copy of the information sheet for this study for your records, you can download one here:

[Information Sheet](#)

Participation in the study will place your name in a lottery to potentially win a \$75 Amazon.com gift card. The recipients of these gift cards will be selected and notified following the conclusion of the study.

If you have any questions about the study, please do not hesitate to contact Matthew Vanderbloemen at mhv1124@tamu.edu. You should also feel free to contact Texas A&M University's Office of Research Compliance (979-458-4067, irb@tamu.edu, <http://researchcompliance.tamu.edu>) if you have any questions about your rights as a research participant. You may also contact the project supervisor, Dr. Joshua Barbour at barbour@tamu.edu or (979)-845-5500.

- ☐ Yes, I would like to participate.
- ☐ No, I would prefer not to participate.

Thank you for considering the survey

Thank you for considering taking the survey. If you decided at a later date that you would like to participate or if we can answer any questions about participation, please contact Matthew Vanderbloemen at mhv1124@tamu.edu.

Questionnaire

Part A - Getting to Know You and Your Church

What is the name of your position at the church? (i.e. your title)

How many years has your church organization existed (in the number of years, e.g., "15," or "2," or "200")?

Years

What is your church's average weekly attendance? (number of people, e.g., "1500" or "230" or "25000")

Number of People

What is the average age of your church congregation?

Average Age

What is your church's annual operating budget? (e.g., "2.1 Million" or "750,000")

Which of the following describes the leadership structure of your church? (if "other" then answer the next question)

- ☐ Elder-Led
- ☐ Congregation-Led
- ☐ Staff-Led
- ☐ Other

Is your church accountable to a higher governing body?

- ☐ Yes
- ☐ No

If so, what body?

How often are your all-staff meetings?

On average, How many meetings do you attend per week?

Please read the following items, and indicate the degree to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
There is tough competition among churches in our area based on the atmosphere and general feel of the church	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our church relies upon advanced human resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

practices

There is pressure to adopt better business practices

☐ ☐ ☐ ☐ ☐ ☐

We tend to hire our top choice most of the time

☐ ☐ ☐ ☐ ☐ ☐

Our hiring tends to be successful almost all the time

☐ ☐ ☐ ☐ ☐ ☐

Part B - Perceptions of the Church

Many people view the church differently, sometimes from experiential reasons, others from theological logic. It's important to this study for us to understand what types of churches might be more likely to view the church in particular ways.

Is your church among those seeking to innovate in an effort to reach new demographics?

☐ Yes

☐ No

Is your church on the cutting edge of innovation?

☐ Yes

☐ No

Why or Why Not?

Please read the following items, and indicate the degree to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The church should be a place of worship only	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The church should be run like a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The church should be actively involved in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The church should be seeking to become a community for its congregation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on churches similar to our own is considered important in decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our church actively keeps abreast of new and innovative practices used by other churches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We keep track of what other churches in our area are doing

☐ ☐ ☐ ☐ ☐ ☐

Part C - Your Staff

Just like all other organizations, church staffs are all different and unique. This study would like to further get to know what your staff might be like.

Number of Full-Time Church Staff Members (or Full Time Equivalent, e.g., 2 half-time = 1 full time).

Number of Full-Time Staff

The average education level of our church staff is:

- ☐ High School Diploma
- ☐ Undergraduate Degree
- ☐ Professional Degree (Masters or Doctorate)
- ☐ Other

Please read the following items, and indicate the degree to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Our organization is expected to behave "professionally"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a high expectation of professionalism in our organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization prides itself on having staff who are experts at what they do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is pressure on our staff to enhance their qualifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part D - The Hiring Process

This is the **last** section of the survey, and is the part where we seek to learn the most about what churches are doing to find and hire the most talented and skilled individuals for their teams. Here you will be asked questions about the hiring process at your church.

Is there a standard hiring policy for your church?

- ☐ Yes
- ☐ No

Does your church have a Human Resources department or HR Staff Personnel?

- ☐ Yes
☐ No

Does your church use search committees to find and select personnel?

- ☐ Yes
☐ No

If so, is it established permanently or per each search conducted?

- ☐ Permanent search committee
☐ A search committee established for each search

Who makes the final hiring decision at the church?

- ☐ The Elders
☐ Staff Members
☐ The Congregation
☐ A Committee
☐ The higher governing body that our church is accountable to
☐ Other

If you answered "A Committee" to the last question, who is that committee comprised of?

- ☐ Staff
☐ Congregation
☐ A Staff-Congregation Mix
☐ Elders
☐ Other

Measuring the Hiring Process

The Society for Human Resources Management (SHRM), a recognized expert in the area of hiring processes, identified some aspects of an effective hiring process, those will be measured here.

Please read the following items, and indicate the degree to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Our organization establishes clear objectives of what we are looking for in a recruit before the process begins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The new-hire's superior in our						

Tool Mode

Qualtrics Survey Software

ation is highly involved in the objective setting process. (e.g., a Youth Director having the say in the hiring process looking for a High School Youth Pastor)

Our organization develops a highly effective recruitment strategy to find job applicants

Our organization sets a deadline on the amount of time before a hire has to be made

Our organization sets a budget on how much it should cost to find our new employee

Our organization carries out effective recruitment activities to bring in those job applicants

Our organization makes an effort to learn from how our recruitment/hiring process ends up working out

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Measuring Communication/Information Flow

Please read the following items, and indicate the degree to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The church staff should be informed of a position's hiring status/process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The church congregation should be informed of a position's hiring status/process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public (non-congregation) should be informed of a position's hiring status/process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for participating

Thank you for participating!

Your responses have been recorded. If you have any further questions about the study, or any additional things to add, feel free to contact Matthew Vanderbloemen at mhv1124@tamu.edu

When you click to the next page, you will be directed to a page where we will gather contact information needed for the lottery drawing for one of three \$75 Amazon.com gift cards.